PERSPECTIVE
SPRING 2005

Officer Personnel Management
Officer management system reviewed

Enlisted Personnel Management
Volunteer for assignment online

Army Reserve
Regional Soldier Support Centers launch

www.hrc.army.mil

Inside

(photo courtesy Defense Visual Information)

As the commander of Human Resources Command, I want to take this opportunity to present our new quarterly publication, PER-SPECTIVE, which is designed to keep senior leaders across the Army informed of actions and initiatives taking place here in the Command that can or will affect you or your Soldiers in the field.

In these days of technology, many organizations have come to rely on the internet to communicate with those being served. However good that may be, too often we find there is an overwhelming amount of information out there, and one has to actively look for that information or know that it exists in order to receive it. Additionally, an assumption is made that people have internet access. In this case, much of our readership is Soldiers deployed to, or otherwise supporting, the War on Terror, and / or they have little or no internet access readily available. Hence, the creation of *Perspective*, which can be easily kept at the battalion or brigade headquarters, or in the office, and picked up and read more easily by those who are constantly on the move.

While many of you will receive this in hard copy form, others will be placed on an email distribution list that sends a link to the PDF version of *Perspective* posted on HRC's Web site. The intent is to vary the venues of distribution and reach as many senior leaders as possible. Currently we plan to distribute this in hard copy to all General Officers and Command Sergeants Major across the active and reserve force, Functional Area 42 and 43 colonels and sergeants major, and via email to battalion and brigade commanders, both active and reserve forces. Additionally, anyone may view this publication via HRC's internet Web site at *www.hrc.army.mil*.

As with any command publication, should you have any comments or suggestions, please feel free to email my Public Affairs Office using the contact information provided on the inside front cover of the magazine. I welcome your input as to how we can make this magazine most informative and useful.

Hooah!

Dorian T. Anderson
Major General, Commanding

Having served as the Command Sergeant Major of Human Resources Command for a few months now, I have had the opportunity to visit each of the directorates within our command, all of which exist to support the Soldier in the field. During my time here, I have seen first-hand the hard work and dedication of thousands of military and civilian members of the HRC team who work diligently to best support those of you on the tip of the spear.

The commander and I hope that in reading this magazine, created especially for those senior leaders on the go, that you will glean some good information that is useful in terms of keeping you informed of what is happening in this command to support the Soldiers. As we continue to trans-form our Army, while supporting the War on Terror, many initiatives are being execut-ed from our foxhole. For instance, we just recently announced that specialists and corporals with four years in service and one year time-in-grade will be automatically placed on the promotion list. This policy was instituted to ensure that eligible Soldiers are considered for promotion in a timely manner and was designed to reduce, if not eliminate, the Army's shortage of sergeants. It is important to note this does not take away a commander's ability to control the promotion process. Commanders still have the latitude to not recommend for promotion those Soldiers who are not ready for the next level. This policy does ensure our great Soldiers are properly recognized when they reach the primary zone of promotion eligibility, as well as help fill the shortage of junior NCO leaders across the Army.

Those who work at HRC understand we are moving at a very rapid pace. As we continue to support the War on Terror, readjusting our Personnel Tempo to match the Army's Operational Battle Rhythm, we will do the right thing to take care of our Soldiers.

John F. Gathers
Command Sergeant Major

Dynamic Distribution System effective FY05

by Majors Brian Tuson and James Dzwonchyk
Officer Personnel Management Directorate

The Officer Personnel Management Directorate (OPMD) adopted a new method to conduct distribution planning of the officer corps, known as to the Dynamic Distribution System (DDS), effective at the beginning of FY05. This system replaced previous distribution methods, known as ODP (Officer Distribution Plan) and ODS (Officer Distribution System). Officer Personnel Management Division uses DDS to distribute commissioned and warrant officers to meet Army Manning Guidance in accordance with authorizations and priorities, while balancing individual requirements. The ultimate goal of distribution planning is to meet the Manning Guidance. The system changes instituted with DDS are designed to better meet the requirements for officer personnel to support the War on Terror, Army transformation and other expeditionary requirements now and in the future.

Transforming while at war

DDS provides a capability to adapt manning plans to the changing conditions and requirements experienced while transforming an Army at war. The wartime environment is characterized by the unit deployment rotation schedule. DDS supports wartime requirements by synchronizing officer distribution planning with operations. Army transformation creates an environment characterized by a shift from an individual replacement system, assignment to installations, and moves driven by time-on-station to unit-manning, assignment down to brigade-level, and force stabilization.

These changes are concurrent with increases in structure that outpace the increases in officer inventory. Due to this dynamic situation, planning periods are no longer aligned to fixed cycles, but will be determined by events. The additional flexibility allows the Officer Personnel Management Division to shift resources as required to meet the changing priorities or requirements. Current Distribution

Process

There are some fundamental differences between DDS and previous distribution systems. Generally, an officer was classified as distributable or movable based on time-on-station. Upon reporting to an installation each officer had a new availability date (year-month available, or YMAV) determined. Typically, this date was fixed at 36 months time-on-station. Current guidance

to stabilize the force, while keeping all officers available to meet requirements, presents a different challenge for distribution. New rules must be used to determine which officers should move in any given time period. Under DDS, a movable officer fits into one of two categories: nondiscretionary or discretionary.

A non-discretionary move includes those moves that involve hard dates in an officer's career. Major categories that cause this are DEROS from an overseas assignment, a report date to a professional school, a graduation date from a school, a command selection, a PMS selection, a joint tour completion, a sequential assignment report date, or a separation date.

These can generally be determined from data available in TOPMIS and subsequent analysis.

A discretionary move includes those moves that are triggered by an assignment officer

What's changing?

The Dynamice Distribution System is synchronized with operations. The emphasis of distribution planning is now on meeting priorities rather than managing shortages.

working to ensure an officer continues appropriate career development e.g., an officer needs a new skill set (Joint or Army Staff), an officer's skills are no longer applicable to the current assignment, or where an officer is prepositioned for a career enhancing position (Command, School, etc.). Moves driven by the individual needs of

the officer are also included in this category e.g. EFMP, joint domicile, compassionate reassignments, and personal preference. These are generally identified solely by an assignment officer or an account manager.

The Officer Personnel Management Division conducts distribution planning for future time periods when sufficient information regarding requirements, priorities, and inventory exists to provide a complete plan. A complete distribution plan identifies particular officer skill-grade combinations within organizations in excess of Army Manning Guidance (donors), and validates officer requirements in organizations with matching skill-grade shortages (receivers). Assignment

Divisions identify individual officers for reassignment to meet valid requirements based on a combination of criteria, of which skills and experience are most important. Considerations such as summer PCS, time-on-station, individual preference, and professional development are not primary drivers for reassigning officers.

Because of the dynamic nature of the operational environment, the Division will revise officer distribution plans during an execution period when the operational environment requires. Examples of events requiring revision of the plan may include publication of authorization documents, receipt of or changes to unit deployment orders, unit activation/deactivation decisions, shifts in modular transformation EDATEs, and announcement of promotion board results.

Major Commands and subordinate units have three opportunities for input to DDS. The first is through the manpower system to ensure authorizations are reflected correctly. The second is through routine coordination with Officer Personnel Management Division account managers and assignment officers to ensure officer data is correct and unit priorities are known before distribution planning is initiated. The final input is refinement of personnel requisition detail based on the approved officer distribution plan.

Performance

The current goal for officer assignment notification is four to seven months before reassignment. This is an improvement on the three to five month notification we saw earlier in FY05, with some officers being notified to report to their new duty locations within 90 days. As we continue to adjust, define and document our evolving requirements, we will continue to push our planning process out. As we continue to synchronize officer assignments with the battle rhythm of the Army, we expect to assign officers six to eight months out.

Synchronized with operations

The biggest difference in officer distribution is simply that it is now synchronized with operations. The emphasis of distribution planning is now on meeting priorities rather than managing shortages. Except deployed units, all units will experience movement of officers in a particular time period as they have before. We will coordinate the identified list of donors and receivers to units by skill and grade before executing the plan. Potential donors are not identified by name until assignment officers coordinate with units and individual officers. Assignment officers will identify officers for reassignment based on a combination of criteria, of which skills and experience are most important.

Officer corps management to get new face

by Lt. Col. Doug Wild
Deputy Division Chief
Leader Development Division

In September 2004, Brig. Gen. Rhett Hernandez, Director of Officer Personnel Management, briefed the Army Chief of Staff on a plan to conduct a 120-day intensive review of the Officer Personnel Management System (OPMS 3). The review specifically focused on recommending changes for the management and development of the officer corps that would: (1) develop skills required, today and tomorrow, and group skills functionally to meet Army requirements; (2) acquire, develop and retain professionals with a Warrior Ethos inspired to a lifetime of service; and (3) shift career paths, becoming less prescriptive and less timeline driven.

After receiving guidance and direction from the Army Chief of Staff, Officer Personnel Management took immediate steps to institutionalize an adaptive process to manage change through the creation of a Future Plans and Policy Branch in the newly modified Leader Development Division. Additionally, in order to conduct the baseline review, which had not been done since before the ter-

Recommended changes

• Develop skills required, today and tomorrow, and group skills functionally to meet Army requirements

• Acquire, develop and retain professionals with a Warrior Ethos inspired to a lifetime of service

• Shift career paths becoming less prescriptive and less time-line driven

rorist attacks of Sept. 11, 2001, OPMD formed six working groups, led by branch and division chiefs within OPMD augmented with support from various organizations throughout the Army.

Upon conclusion of the working groups' review, there were 60 issues identified for modification in order to better synchronize OPMS 3 with the Army's Battle Rhythm. In November 2004, 35 of those issues were vetted at an OPMS 3 Council of Colonels of

which 13 issues were forwarded to a General Officer Steering Committee (GOSC) in January 2005. A summary of the 13 recommendations was briefed to the Chief of Staff Jan. 19 which re-instituted the semi-annual review of OPMS 3, called an Officer Development Update (ODU).

The summary of recommendations brought to the CSA included the functional alignment of skills to enhance joint warfighting through the modification of the current four career field management system; a much less prescriptive officer developmental model that highlights the importance of joint, interagency, inter-governmental, multi-national and education experience; the modification of the current Career Field Designation process; synchronizing Professional Military Education (PME) with civilian education; and continue developing intrinsic and extrinsic incentives to recruit and retain the All-Volunteer force.

The recommendations were well received with CSA approval to continue concept development on these recommendations, review the integration of reserve component and warrant officers into OPMS, and development of a Logistics Corps.

The OPMS review will ensure that the management and development of our officer corps remains relevant to the needs of a campaign quality, joint and expeditionary Army at war while transforming.

Further, the review team recognizes that the operational environment will produce, in the near term, greater opportunities, while providing broader assignment and career paths and that the Army remains committed to recruiting and retaining an All-Volunteer professional officer corps inspired to a lifetime of service.

The OPMS Review team is committed to actively seek out input from the officer corps in the months ahead in order to help us "get it right."

The way ahead includes a series of Council of Colonels, a July 3-Star General Officer Steering Committee, and another update to the CSA in August. ⚜

OPMS Priorities

1. Army requirements

2. Professional development

3. Officer preference

For additional information, visit the Leader Development Division Web Site at *https://www.perscomonline.army.mil/OPfamdd/LDD1.htm.*

Junior NCO promotions goal moves up to 105 percent

by P.J. Keller
Enlisted Promotions Manager, Enlisted Personnel Management Directorate

Enlisted Personnel Management Directorate is promoting sergeant and staff sergeant to 105 percent where possible, to support the War on Terror and the increasing requirements of Army Transformation. Sergeant requirements increase by 5 percent in the aggregate during FY05 and another 6 percent in FY06. Staff sergeant requirements increase by 4 percent in the aggregate during FY05 and another 4 percent in FY06. At the MOS level of detail some MOS's have growth close to 20 percent. By increasing promotions, the Army has increased sergeant and staff sergeant strengths and therefore the distributable inventory in most MOS's. However, these increasing promotion demands have severely reduced the Army's promotion eligible population and created more Star MOS's.

Star MOS's

Star MOS's are those with shortages at the sergeant and staff sergeant grades with no Soldiers remaining on the recommended for promotion list. In simple terms, the Army would promote more to achieve 100 percent of authorizations in the MOS but cannot. Though there are sufficient numbers of Soldiers in the promotion zone, Soldiers are not being recommended for promotion - thus preventing the Army from satisfying the promotion demand and adversely impacting the Army's ability to provide field commanders with the right distribution of Soldiers possessing the right MOS and grades.

Recognizing the operational environment, expanded and increased training requirements, stresses and other demands that exist, it is evident that the need for Soldiers to promote will increase and continue to exceed the supply of recommended Soldiers. Increasing promotion requirements are real and necessary in order to support the growth of the Army's end-strength. An analysis of Soldiers promoted to sergeant versus the number of Soldiers recommended for sergeant reveal a potential convergence - which is going to result in more Star MOS's and reduced overall readiness at sergeant and staff sergeant.

Readiness affected

Every month Army readiness is negatively impacted by sergeant and staff sergeant shortages. The number of promotions needed in Star

MOS's have more than doubled in the last year. As an example, the Army could have promoted 1549 more sergeants effective March 1. The actual unattained promotions are even higher if you consider the Army wants to maintain MOS's at 105 percent in the sergeant and staff sergeant grades. Some of these MOS's have been on the sergeant Star list for over seven years (13S, 74D) and some staff sergeant MOS's have been on the Star list for over four years (21D, 97B). Seventeen of the 31 sergeant Star MOS's require less than 30 percent of the primary zone population to be boarded to meet the promotion requirement. Fourteen of the 17 require less than 20 percent of the primary zone population to be boarded to meet the promotion requirement.

Restrictions affect promotions

In many cases locally imposed restrictions such as mandated completion of PLDC prior to boarding for sergeant and non-con-

ducting boards in the rear detachments have impacted on the ability to maintain the desired level of promotions. Deployments and the increasing numbers of Soldiers geographically separated from the parent unit and support personnel, (either forward deployed or in a rear detachment) should not be disadvantaged in regards to promotion opportunity. Leaders at all levels must continue to professionally develop all Soldiers within their area of responsibility. Support and low density MOS's must be given the same consideration and opportunity as all other personnel. Soldiers at the grade of specialist and sergeant must be given the opportunity for promotion even if the unit has no requirements for that MOS in the next higher grade. The local chain of command can help alleviate the Star MOS problem by boarding Soldiers. Only then will the Army be able to meet sergeant and staff sergeant promotion requirements.

With readiness the primary focus, increasing requirements and an insufficient eligible population means
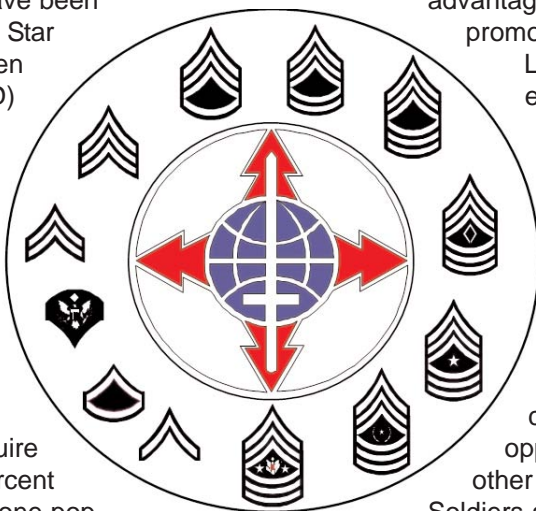
Program innovates assignment process

Volunteer for your next duty assignment using PLUS2
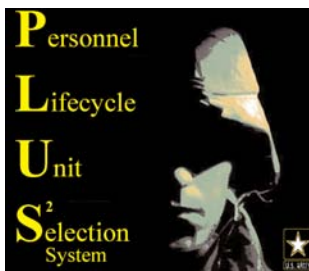
by Diane Earnest
HR Specialist,
Enlisted Personnel
Management Directorate

The Personnel Lifecycle Unit Selection System (PLUS2) is a Human Resources Command (HRC) web-based system that supports force stabilization and unit lifecycle management. PLUS2 provides visibility of assignment requisitions (Officer, Warrant, and Enlisted) and provides Soldiers the opportunity to volunteer for assignment to Units of Action (UA).

PLUS2 requisitions for assignment to UAs are synchronized so Soldiers arrive during the reset phase of a UA operational cycle. Those Soldiers accepted for PLUS2 assignments to UA must meet any applicable time in service remaining requirements through the unit's lifecycle.

A PLUS2 volunteer selection is a request for reassignment until the Soldier's HRC Career Management Team reviews the request and formal assignment notification processes.

Enlisted

For enlisted personnel, PLUS2 compares Soldiers' personnel information and assignment eligibility to the requirements of available requisitions. PLUS2 only displays those requisitions for which a Soldier is qualified. As an example, a Soldier with a DEROS of 051020 would only view those requisitions with report dates of 0511 or later.

Use of PLUS2 by those Soldiers with a deploy-

DEFINITION

PLUS2: *Human Resources Command (HRC) web-based system that supports force stabilization and unit lifecycle management*

ment, compassionate or high school stabilization serves as a formal waiver of their stabilization when volunteering for a requisition with a report date earlier than their stabilization termination date. For Soldiers serving on a dependent-restricted tour with a Homebase/Advance Assignment Program (HAAP) location commitment, volunteering through PLUS2 for a location other than their HAAP location serves as a formal waiver of their HAAP commitment.

Soldiers may use PLUS2 to volunteer for a UA at their currently assigned installation. Soldiers currently assigned to CONUS installations (less TRADOC) must have 12 months time on station (TOS) by the report month of the requisition for which they volunteer. Soldiers currently assigned to TRADOC units must have 24 months TOS by the report month of the requisition for which they volunteer. Soldiers on assignment instructions are not eligible to volunteer for reassignment through PLUS2.

PLUS2 volunteer selections post to the Enlisted Distribution and Assignment System (EDAS) for review by Soldiers' HRC career management team. Final selections based, in priority order, are the needs of the Army, the professional develop-ment requirements of the Soldier, and the Soldier's preference.

PLUS2 volunteer requests that can be supported are further processed as routine assignments.

Soldiers receive email notification through their AKO email address informing them of the assignment selection, and their assignment instructions process through their personnel servicing centers (MPD/PSB).

When a volunteer request cannot be supported, Soldiers receive email notification to their AKO email address. Soldiers may contact their EPMD assignment team for further information.

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https://www.HRC.ARMY.mil

PLUS2 access
Click the PLUS2 icon. An Army Knowledge Online (AKO) password is required.
Assignment team contact
Click on 'HRC Alexandria' and then on 'Enlisted Personnel Management' on the right side of the screen.

Lifecycle Manning overcoming challenges

by Lt. Col. Cheryl Moman
Deputy Director, DCS Plans

The Human Resources Command is working to support Force Stabilization and in particular lifecycle manning of units Army wide. The greatest challenges lie in getting the right Soldiers there at the right time who have the right credentials - such as 36 months retainability. Support efforts toward the War on Terror and TRADOC, in addition to other emerging personnel requirements, have made it difficult to fill all units at the right time and in the right way. This makes it harder on commanders, both from a perspective of retention and training and preparation for war.

Currently HRC is ramping up its execution of the CSA's intent, but we have not yet reached steady state. HRC's ability to fill units is somewhat limited by the need to also meet modular transformation timelines.

Lifecycle Manning of newly converting Units of Action and Stryker Brigade Combat Teams is happening- however imperfectly - in acordance with the G3 / G1 published schedule. It has been synchronized as much as possible with modular conversion timelines, equipment fills and likely operational deployment schedules. However, where shortfalls exist- and where it seems MACOM, division and installation commanders are being challenged the most - is synchronization of these events with key unit/ installation level training activities and other operational requirements. One of the key lessons learned from lifecycle manning and transformation thus far is how improvements need to be made at the DA level of deconflicting MACOM and below level requirements with personnel disposition.

HRC understands how important it is for unit commanders at all levels to keep their teams intact prior to deployment and critical operational periods. Critical operational periods include more than just real world deployments. Undertaking non-GWOT missions like strategic reserve missions for specific areas or theaters of responsibility and division ready brigade (DRB) missions are also crucial responsibilities that units must meet. When attempting to meet these missions, it is expected that every commander wants to keep his teams, squads and crews together to train and prepare for them. Where de-confliction is needed is the timing of these missions with cross-leveling and personnel resetting of sister units at that installation. When one UA is standing up at an installation, HRC requests the division overseeing transformation to cross level as many authorized personnel into that new unit who have three years retainabili-

ty so to minimize turbulence and more quickly build and set that new organization. However, in many cases strategic reserve and DRB missions for the other brigades there supercede transformation. HRC understands commanders are not inclined to break up some key warfighting teams, some of which might even be entering gunnery or other critical training periods, prior to confronting these important missions. Commanders are asked, though, to attempt to cross-level as much as possible and, where there are personnel shortfalls resulting from these moves, HRC will do everything possible to ensure timely replacements. Help is also needed at the MACOM and division level to use projected transformation dates and actual deployment timelines to synch unit level training with these strategic milestones. Where there are conflicts, alert staff DA level counterparts just as notifying HRC teams. HRC is working to ensure DA level orders will be written in such a way to exclude units from DRB and other missions so they can successfully transform, but the goal is still a long way from reality. In the interim, HRC needs the help of commanders to both keep DA informed and adjust at the command level to support these efforts as much as possible. HRC is doing everything possible to provide the people needed to meet missions, but ultimately these issues are operational ones and must be addressed through operational channels as well. Only then can HRC synchronize effectively and completely. HRC welcomes the challenge, and also welcomes insights and comments on how to improve efforts. ⚜

LIFECYCLE SYNCHRONIZATION SCHEDULE

	FY 04	TYPE		FY 05	TYPE		FY 06	TYPE
1ST QTR	SBCT 3 Alaska	S		3-4 ID 4-4 ID Ft. Hood, TX	H H		4-1 CD Ft. Bliss, TX SBCT 5 (HI) 3-25 ID (HI)	H S I
2ND QTR				4-10 MTN Ft. Polk, LA SBCT 1 Ft. Lewis, WA	I S		6-25 ID Ft. Riley, KS 3-1 CD Ft. Hood, TX	I I
3RD QTR				SBCT 4 Ft. Lewis, WA	S		4-82 ABN Ft. Bragg, NC 3-3 ID Ft. Stewart, GA	I H
4TH QTR	3-10 MTN Ft. Drum, NY 4-101 AA Ft. Campbell, KY	I I		4-25 ID Ft. Richardson, AK	I		1-3 ID (STB) 5-25 ID Ft. Benning, GA 3 ACR (CAR)	H I H

<u>*RSSC Launches at St. Louis*</u>
Career managers take better care of Reserve Soldiers with RSSC 'footprint'

by Andrea Wales
HRC, St. Louis
Public Affairs Specialist

When the chief of the Army Reserve, Lt. Gen. James R. Helmly, wanted to decentralize career management of Army Reserve Soldiers and establish Soldier support cells across America, Col. Debra Cook, commander of U.S. Army Human Resources Command-St. Louis, suggested a way to "build a better mousetrap."

Helmly's aim was to be more responsive to the needs of Soldiers and commanders by having Regional Soldier Support Centers (RSSC's) based at Army Reserve regional readiness commands. However, Cook recommended using existing technology and know-how to do the same thing, while keeping jobs in St. Louis and saving the costs of relocation, hiring and training. Part of selling the idea, she said, was showing that career managers and support staff in St. Louis already understood the concerns of the USAR Soldiers and were prepared and able to provide support on a regional basis. Both the CAR, and Maj. Gen. Dorian T. Anderson, commander of the U.S.

Army Human Resources Command, gave her the go-ahead on the plan. The result is the recent launch and reconfiguration into RSSC teams at St.Louis.

Cook wanted to make it clear that RSSC members weren't changing their functions, but under the new system they would be able to better support Army Reserve Soldiers to grow in their careers and leader development: "Regional teams are going to give us that ability," she said. Cook emphasized that RSSC team members were basically "changing seats," and that the population they serve will change. Instead of serving Soldiers in a certain specialty or functional area, members will now serve an entire region. This reorganization will significantly improve support to Commanders, as well as Soldiers.

On Jan. 27, Soldiers and civilian employees from HRC-STL's former Enlisted Personnel Management Directorate (EPMD), Officer Personnel Management Directorate (OPMD), Health Services Directorate (HSD), as well as elements from the Personnel Actions and Services Directorate (PASD), physically relocated within HRC-STL into their new RSSC team areas. The resulting

RSSC Regional Directorates

Eastern Region - COL Douglas Belk
Western Region - COL Carol Smith
Team AMEDD - COL Donna Carman
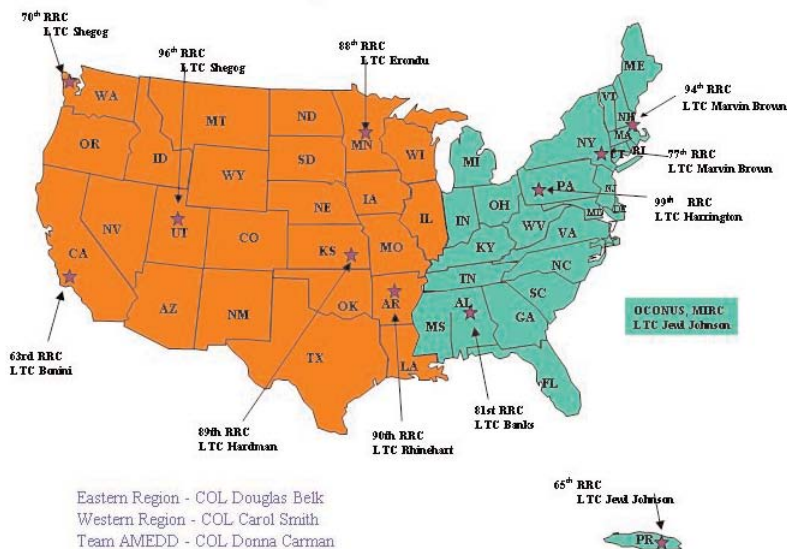
21 Jan 2005

RSSC teams will train and build cohesive teams in the near term to provide improved service for Soldiers and commanders in the future.

The RSSC is organized into three components: Eastern Region, Western Region, and Team AMEDD, with a National Team overseeing the organization (see map). Team AMEDD serves Army Reserve Soldiers associated with the Army Medical Department. The idea of teams serving regional areas is not new: St. Louis has had regional teams in its PASD directorate for some time. However, the new RSSC reorganization builds on the experience of PASD regional teams; further expanding the concept to Soldier career management functions.

Why regionalize?
The RSSC is an outgrowth of the Federal Reserve Restructuring Initiatives or FRRI (pronounced "fry"), which serves as the Army Reserve's catalyst for transformation. A major element of FRRI is establishing human resources life-cycle management across the board.

The RSSC's implementation is a tangible means of achieving FRRI objectives, while providing a flexible, adaptable organizational structure to continue to improve support to Soldiers and Commanders in the field on a regional basis.⚜

Expectations for IRR mobilizations

by Lt. Col. Burt Masters
HRC-St. Louis
Public Affairs Officer

At the direction of the Department of the Army, the Army's Human Resources Command - St. Louis (HRC-STL) continues the involuntary mobilization of Individual Ready Reserve (IRR) Soldiers in support of the Global War on Terror (GWOT). Since September 2001, 5,454 IRR Soldiers have been mobilized (both involuntarily and voluntarily) and over 3,500 remain on active duty. In the latest round of IRR mobilizations (since July 2004) over 3,700 IRR Soldiers received mobilization orders to fill vacancies in mobilized Army Reserve and National Guard units, with reporting dates from August 2004 through December 2005. Additionally, since 9/11 there are more than 3,000 IRR Soldier volunteers, with 500 mobilized.

Identifying needs

In conducting IRR mobilizations, HRC-STL receives requirements from the Army's G1 and researches the IRR database to identify ready Soldiers to meet Army requirements. The HRC-STL Plans Directorate mobilization operations division verifies the status of IRR Soldiers and facilitates their mobilization in concert with HRC-STL's liaison officers. These liaison officers serve at mobilization stations and work closely with installations to expedite Soldier processing and resolve Soldier mobilization and training issues.

The HRC-STL Commander, Col. Debra Cook, and the HRC-STL staff actively engage with HRC-Alexandria, the Army G-1, and installation counterparts to facilitate IRR Soldier mobilization, as well as to expedite demobilization processing at the end of the Soldier's active duty tour. Within five days after receiving mobilization orders, IRR Soldiers receive a detailed information and family support packet that explains the mobilization process, benefits and entitlements, and resources available to the Soldier and their family. This packet also outlines Soldier employment/re-employment rights under the

For extensive mobilization and demobilization information visit the HRC-STL Web site at *https://www.hrc.army.mil*

Uniformed Services Employment and Reemployment Rights Act (USER-RA). Included in the packet and on Soldiers' orders are toll free assistance numbers to the HRC-STL mobilization hotline and Communications Hub Office. Additionally, extensive mobilization and demobilization information is posted on the HRC-STL Web site *https://www.hrc.army.mil* including what IRR Soldiers can expect during mobilization and agency/installation links.

Advance notice

By Army policy, IRR Soldiers are given a minimum of 30 days advance notice prior to reporting to their designated mobilization station. Upon arrival, Soldiers undergo standardized processing consisting of medical and dental screening, input to the Army's pay and personnel systems, security clearance validation/initiation, identification card and tags and uniform issue and other administrative actions. This process takes about three days.

CTT training

Following administrative processing, IRR Soldiers receive seven to 10 days of Common Task Training (CTT) in basic Soldier skills including weapons qualification, nuclear, biological and chemical training, first aid, and law of land warfare. Upon CTT validation, depending on the individ-

> **HRC-STL Mobilization Hotline:**
> 1-800-325-4361
> (314) 592-0559
>
> **Communications Hub Office:**
> 1-800-318-5298
> (314) 592-0123)

ual's situation and training status, they will attend either approximately three weeks of follow-on military occupational specialty (MOS) refresher training or MOS reclassification training. The MOS specific training may occur at a different installation from where inprocessing and CTT occurred.

Final assignment

Just prior to training completion, Soldier assignment instructions are finalized and forwarded to the installation commander, who publishes temporary change of station (TCS) orders transferring Soldiers to their unit assignment. The intent for IRR Soldiers identified to fill Troop Program Units is to link the Soldier up with their designated unit at the mobilization station for unit collective training prior to deployment. Final IRR Soldier assignments are made based upon the needs of the Army considering the Soldier's rank, specialty and skills. ⚜

Volunteering for Mobilization, GWOT Service

The Army's Human Resources Command - St. Louis (HRC-STL) is seeking volunteers from throughout the U.S. Army Reserve and Army Retirees for voluntary mobilization in support of the Global War on Terror.

Army Reserve Soldiers (Troop Program Unit, IRR and IMA):
Visit *https://www.2xcitizen.usar.army.mil/soldierservices/mobilization/voluntary-mob.asp* or contact the HRC-STL Communications Hub Office (CHO) at (800) 318-5298 or (314) 592-0123 for application procedures.
Retirees can visit *https://www.2xcitizen.usar.army.mil/soldierservices/mobilization/retireemobilization.asp* or contact the CHO.

Troop Program Unit
TPU Soldiers are required to work with their chain of command for mobilization opportunities. Soldiers can also have their volunteer status added to their HRC St. Louis records by contacting the CHO. In addition, they may login to the HRC-STL Web site, *https://www.hrc.army.mil* to volunteer (using AKO username/password) and selecting "TPU Volunteer" link from the left-side menu.

IRR and IMA
Individual Ready Reserve (IRR) or Individual Mobilization Augmentee (IMA) Soldiers may request to be listed as a volunteer by logging into the HRC-STL Web site, *https://www.hrc.army.mil*, (using AKO username/password) and selecting the "Volunteer" link from the left-side menu or by contacting the CHO. If their skill is required, a Career Manager will contact the Soldier with further details.

Retirees
The Secretary of the Army's approval is required to mobilize retirees. HRC St. Louis' Retiree Mobilization Division is the mobilization planning and recall center for U.S. Army retirees. HRC-STL maintains Soldier data for all retirees in the Total Army Personnel Database - Reserve (TAPDB-R) and can access retiree records maintained by the National Personnel Record Center (NRPC). Further details on volunteering are contained in the HRC-STL Web site, *https://www.hrc.army.mil* or through the CHO.

DTAS helps support the fight

by Lt. Col. Teresa Campbell
Chief, Design and Development Branch

Deployed accountability is a significant challenge for commanders and leaders on the ground and has been complicated since the beginning of OIF and OEF by the inadequacy of the tools in the Personnel arsenal to accurately capture it. In response, the Army Personnel Transformation Directorate funded an initiative and The Adjutant General Directorate began the full court press effort to develop the Deployed Theater Accountability Software (DTAS). The simple front end software (easy for our S1's and their Soldiers) facilitates a data set that resembles a First Sergeant Morning Report that is synchronized from the field to the Theater Database to the Enterprise Datastore (Pentagon) enabling all echelons of decision makers access to near real time asset visibility. The majority of Army data that populates the unit's DTAS database comes from a feed from eMILPO; limiting the requirement for keystroking of critical data elements like social security number, rank or military occupational skill, etc.

DTAS supports the way we fight by including all service member types, coalition forces, as well as civilian and contracted personnel and resides on the operator's network; SIPRNET.

In direct support to the War on Terror, DTAS was fielded to units in Kuwait and Afghanistan in October 2004. It is significant that an enterprise solution was developed and fielded in this short timeframe. There are currently 317 units reporting "live" and synchronized on DTAS, providing a common operating picture of the 111,500 personnel. The Field Systems Division has forged a partnership with the United States Marine Corps to incorporate Marine specific enhancements to DTAS. It is expected the 2d Marine Expeditionary Force units will be on board and using DTAS in the Spring as well - the first time services have partnered together on an automated solution without external directive.

In addition to training more than 500 Army HR specialists for the first rotations using DTAS in OIF and OEF, we've provided the Soldier Support Institute and numerous installation support staffs with an in-depth Program Of Instruction so HR troops can be trained on the tool in the schoolhouse as well as deploying S1 personnel receiving pre-deployment training with the software.

HRC is pursuing DTAS as a persistent application for interface with DIMHRS, the Department of Defense's integrated personnel and pay system scheduled to go online for Army in June 2006, to secure this new capability for the warfighter as transformation efforts continue. ⚜

PSDR Validation Pilot Program in effect

by **Lt. Col. Larry Wark,** *Army G-1* and
Master Sgt. Charles Kersey, *DCS Plans*

In January 2005 the Soldier Support Institute (SSI) began its execution of a Pilot Program to redesign the delivery of personnel services in the 101st Airborne Division (AASLT) through a concept featuring direct connectivity between brigade and battalion S1's and the Human Resources Command (HRC).

Current Army structure and doctrine provides flagged personnel units for personnel services at Division level. These personnel units have served the needs of Soldiers and command-

ers very well in traditional conflicts and contingencies, however recent operations have signaled the need for more agile and responsive land forces that are effective in a joint environment and tailored to the mission at hand.

The Army has embarked on restructuring efforts aimed at creating modular, brigade-centric expeditionary forces capable of functioning independently across the spectrum of operations. Sustaining the current level of personnel and pay services to Soldiers and commanders in these dynamic new structures presents a tremendous challenge to the Army
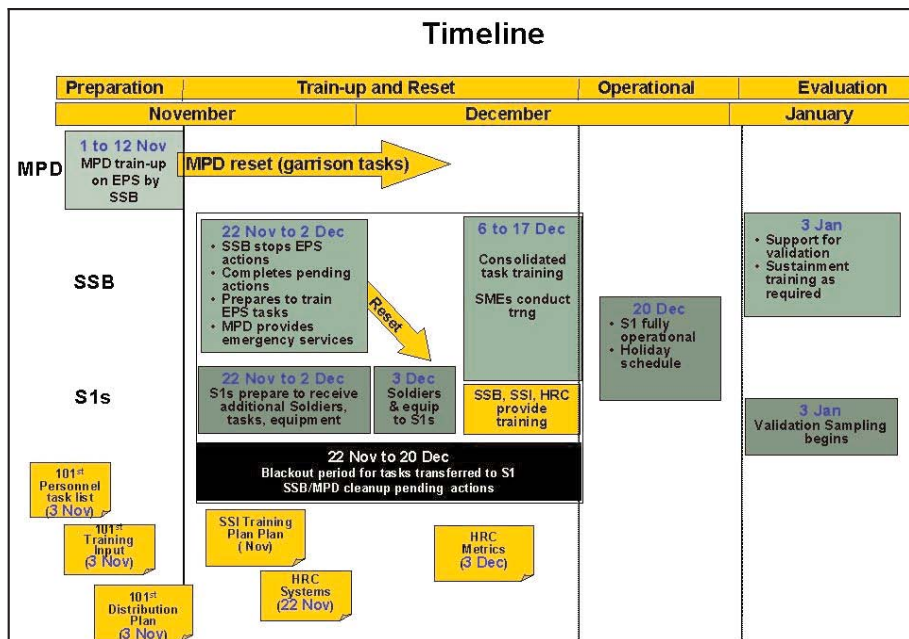
personnel community.

The PSDR concept provides for end-to-end personnel services through: 1) organic, cellular, and professional S1 staffs; 2) a self-sustaining garrison Military Personnel Division (MPD) providing installation general support functions and required non-tactical unit support at home station; and 3) a theater-level Human Resources Services Directorate when deployed. The Validation Pilot Program will center on developing capabilities in the battalion and brigade S1 staffs, and will look at services provided by the MPD.

Tasks performed by the Personnel Services Battalion will be migrated to battalion and brigade S1's during the Pilot. This will greatly expand many of the 600-plus personnel tasks currently performed by S1's and it will add over 20 new tasks. SSI will conduct training on the new and expanded tasks during December 2004.

To accomplish the expanded and new tasks, battalion and brigade S1's will need access to HRC systems such as Enlisted Distribution Assignment System (EDAS) and Total Officer Personnel Management Information System (TOPMIS). This access and the level of responsibility associated with it anticipates the Enterprise Human Resources System/ Defense Integrated Military Human Resources System (eHRS/DIMHRS) environment sched-

uled for implementation in FY 06.

Several of the expanded and new tasks will require increased approval authority for battalion and brigade commanders - authority previously reserved for higher levels by Army policy. The Commander, SSI, will have authority to waive Army personnel policy requirements that inhibit efficient processing of personnel actions as long as the waiver does not contradict statute or DOD policy.

Powering down personnel services capabilities to battalion and brigade S1's will provide convenience for Soldiers and commanders by removing redundant and often unnecessary layers in personnel processes. Soldiers will have more frequent contact with their immediate personnel services provider, and providers will be more familiar with the unit's mission and the individual Soldiers in the unit.

The PSDR Pilot is underway and being evaluated by a team comprised of representatives from HQDA G1, HRC, SSI, IMA, and the FORSCOM Power Projection Evaluation Team (PPET). The evaluation will focus on quality of personnel services provided by the S1's under the PSDR concept as well as the S1 personnel structure necessary to support the concept.

Following validation of the S1 piece of the PSDR concept and a full review of MPD roles and responsibilities, these aspects of PSDR will be implemented Army-wide. ⚜

Preparing for DIMHRS implementation

Data mapping, requirements analysis to hit April 2006

by Stephen Duncan
*Chief, Architecture and Standards Branch
Army Integration Division,
Personnel Information Systems
Directorate*

The Defense Integrated Military Human Resources System (DIMHRS) will be upon us soon. The initial implementation is currently scheduled for April 2006 and will encompass the Army Reserve. The Active Army should follow within a few months after that and then the National Guard a few months after that.

Two crucial portions of this implementation are data mapping and requirements analysis.
Both projects are led by the Architecture and Standards Branch of Personnel Information Systems Directorate with major assistance from both technical and functional branches within HRC-Alexandria. This team also works very closely with HRC-St. Louis as the data storage and usage techniques are very similar.

The Army National Guard coordinates closely with both working groups but, due to their unique data requirements, performs their data mapping and requirements analysis fairly independently.

> ## April 2006
> **The initial implementation of DIMHRS, encompassing the Army Reserve, is scheduled for April 2006. The Active Army should follow, then the National Guard.**

Data Mapping

This process identifies the legacy data needed to populate specific DIMHRS/PeopleSoft tables and fields. This is required for the initial database load of DIMHRS. This information will also be of assistance to help keep the interfaces between DIMHRS and all persistent Army systems (those which will not be completely subsumed by DIMHRS) accurate upon DIMHRS implementation.

The HRC team was tasked to accomplish this via two separate methods. In January 2003, The Joint Requirements and Integration Office supplied DIMHRS Information Requirements to HRC. Beginning January through April 2004, the same team was tasked by the Joint Program Management Office (JPMO) to map legacy source data directly to DIMHRS/PeopleSoft tables and

columns. In both cases, the team mapped specific legacy source (system/table/column) information to each IR or PeopleSoft table/column.

The team always first attempted to map to ITAPDB, if not present on ITAPDB, then one of the TAPDBs, then other HRC systems. If the data existed outside of HRC, the Army Personnel Transformation Directorate then assumed the responsibility to contact and negotiate mappings from those systems.

Since April 2004, the team has worked with JPMO to answer questions and correct incorrect mappings.

Requirements analysis

Although closely related to Data Mapping and accomplished by basically the same team, Requirement Analysis is a separate action altogether with separate aims and purposes. This action is an attempt to identify what Army functional requirements will be incorporated within DIMHRS and which requirements need to be folded within the Army Enterprise Human Resources System (eHRS) being developed by APTD.

'HRC has striven to ensure all Army data and functional requirements are accounted for in the future pay/personnel system architecture.'

eHRS is intended to fill in the gaps of requirements not fulfilled by DIMHRS. Requirements not identified as part of DIMHRS, therefore, will then either be renegotiated with DIMHRS as part of their design or forwarded to APTD for inclusion within eHRS. This analysis has been on-going since September 2004.

In addition to the Requirements Analysis, the team also spent several months reviewing every data element contained within ITAPDB and the TAPDBs to determine if each was required or not-required for future Army needs. This list will ensure that no needed data gets 'left behind' as the Army migrates to DIMHRS.

HRC has striven to ensure all Army data and functional requirements are accounted for in the future pay/personnel system architecture. This has been accomplished by a dedicated team of both technical and functional core representatives, supplemented by specific system owners/experts, as required.

HRC has met each deadline imposed by Joint Program Management Office, JR&IO and APTD and stands ready to meet future requirements. ⚜

Integration Layer
Enables transition to DIMHRS and eHRS

by Maj. Mitchel Hudson
Chief, Architecture Integration

The Integration Layer is a technical solution which enables the transition to Defense Integrated Military Human Resources System (DIMHRS) and the Army's enterprise Human Resources System (eHRS) with a manageable, systematic approach to the migration and shutdown of Army human resources legacy systems while continuing to support the War on Terror (GWOT). It impacts the way the entire Army Human Resources community including Active Army, National Guard, and Army Reserve components will conduct Human Resources (HR) operations and provides HR services into the future.

The Army is shifting from a threat-based to a capabilities-based military force that uses netcentric architecture as a combat multiplier. The Human Resources community across the Department of Defense is transforming how it participates with the rest of the military community through unprecedented transformational efforts.

DIMHRS is scheduled to replace many of the Army Human Resource systems beginning in April 2006. As currently designed, the functionality of 10 systems will be completely subsumed (subsumed systems), the functionality of 29 systems may be only partially subsumed (hybrid systems), and the functionality in an additional 80 systems is not projected for inclusion in DIMHRS (persistent systems). Furthermore, DIMHRS was conceived prior to the catastrophic events that thrust the nation into the War on Terror and is designed, as most of our legacy systems, for peace.

The Army Personnel Transformation Directorate is building eHRS to provide the functionality that will not be present in DIMHRS, but given the current timing of the DIMHRS release, it is unclear when eHRS will be capable of fully supporting the required functionality. The Army Personnel Transformation Directorate analyzed the functionality that appears to be included in DIMHRS and found that between 43 and 60 percent of the functionality in considered systems will be present in DIMHRS, 12 percent will be included in eHRS, 28 percent is in persistent systems, but the disposition of the rest of the Army's required functionality is uncertain. The following are examples of functions at risk upon DIMHRS implementation without intervention:

* Casualty Operations
* Authorization Documents

* Promotions to E-5 and E-6
* Distribution for Active Component
* Mass Updates
* PERSTEMPO

The Integration Layer does not represent a "silver bullet" to the problem of ensuring that legacy systems will continue to run as they currently do, but it can bridge the functional gap during the transitional period. The goal of the Integration Layer is not to enable business as usual, but to enable the systematic transition to new systems while continuing to provide HR services to the Army. The Integration Layer concept enables the HR community to "Build Down the Wedge" by shutting down legacy systems in an orderly manner.

Additionally, the Integration Layer provides a communications method and a key enabling technology for DIMHRS, eHRS and the Persistent Legacy systems that will become part of the future Service Oriented Architecture for Army personnel systems. The Integration Layer is a suite of tools that enable the rapid integration of functions and data through the use of brokering technologies and Web Services (publish and subscribe model for interfacing).

This monumental effort will be led by the Army Personnel Transformation Directorate of the G-1 with a significant contribution from the Human Resources Command, the National Guard Bureau, the Army Reserve and the rest of the Army Human Resources community. The Integration Layer is more than integration technology; it is a netcentric architecture that empowers the HR community to transform how it supports the Army in fighting and winning the nation's wars. ⚜
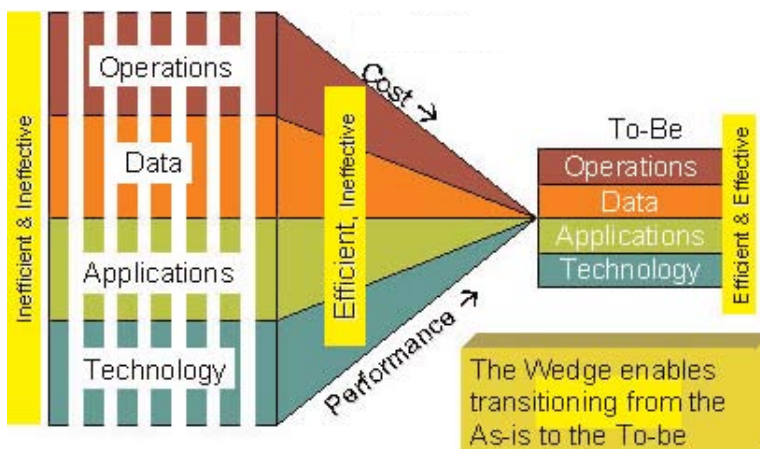
Building Down the Wedge Concept Drawing

CRCS reaches application goal

Vets compensation program processes papers in 30 days

by Desiree Kinney
CRSC Outreach Manager

The Army's branch of Combat-Related Special Compensation (CRSC) is proud to announce they have processed all applications older than 30 days ahead of their target of February 6. To date, their staff has approved nearly 23,000 applications and awarded just over $283 million to eligible retirees disabled through combat. That's 52 percent of total CRSC payments. Retirees will now see a decision within 30 days from the day CRSC receives their application.

CRSC defined

Combat-Related Special Compensation (CRSC) is a Department of Defense program that provides tax-free payments to retirees of all services with military or Veteran Affairs (VA) rated disabilities resulting directly from combat: armed conflict, specially hazardous military duty, training exercises that simulate war, or an instrumentality of war. They estimate that less than 14 percent of eligible Army retirees have applied to this $20 billion program. As of January 2005, just under $545 million has been awarded to retirees across all services.

The Army's office of CRSC launched an aggressive outreach effort to attempt to reach the remaining 86 percent of the estimated pool of eligible retirees who may not be aware of the program. This effort includes a direct mail campaign, a national conference speaking circuit among veterans service organizations and placing articles in prominent publications within the military retirement community. They will also visit

Who is eligible?

If the servicemember:
• Served 20+ yrs Active Duty, or Reservist age 60+ with 20+ creditable yrs (per 10 USC 12731)
• Is in a retired status
• Is receiving retired pay (must be offset by VA payments)
• Has at least a 10% VA rating

Applicants must meet all four of the criteria and have at least one rated VA disability determined to have been combat-related.

Armed Forces Retirement Homes and various hospitals to help retirees fill out their CRSC applications. CRSC is working closely with G-1 Retirement Services and the ACAP program to provide training and education tools for those who promote the Army's retirement benefits.

Because this benefit can be awarded only to those who can prove their disability was a result of a combat related event, it is important that staff responsible for documenting medical evaluations include the cause of the disability. CRSC is reaching out to the medical community, both military and VA, to ensure future documentation is complete and results in more expedient and fairer adjudication for disability-related compensation programs.

Criteria for CRSC

To apply for CRSC compensation, applicants must meet all four of the following criteria and have at least one rated VA disability determined to have been combat-related:
* Served 20+ yrs Active Duty - or - Reservist age 60+ with 20+ creditable yrs (per 10 USC 12731);
* Are in a retired status;
*Are receiving retired pay (must be offset by VA payments); and,
*Have at least a 10% VA rating.

Retirees who qualify for both CRSC and Concurrent Retirement and Disability Pay (CRDP) entitlements may elect only one.

The Defense Finance Accounting Service (DFAS) will pay whichever benefit brings the retiree the higher dollar entitlement.

CRSC provides retroactive, tax-free payments in full but, unlike other benefits, retirees must apply for CRSC.

CRSC asks that all individuals tell their relatives and friends who may be eligible for this program. The Information Page is available for download and print on the web at *www.crsc.army.mil/rso/rso.htm*.

The site also features a CRSC link that organizations can download directly to their Web site. CRSC has people available by request to speak at conferences or informal meetings to promote the program. ❖

For more information or to obtain an application packet visit *www.crsc.army.mil* or contact your local RSO or the Army's CRSC Service Center toll free at (866) 281-3254 or (703) 325-5163 for residents of the DC-metro area Mon-Fri 8 a.m. to 8 p.m.

PLUS2, *from page 13*

Officer

Officer personnel are afforded the opportunity to select all current, open requisitions for their branch, functional area, grade, and next higher grade. Each requisition provides information about the position to include required grade, branch, duty title, duty description and location.

PLUS2 volunteer selections post to the officer personnel database (TOPMISII) for review by the Officer's career management team.

Officers are encouraged to contact their assignment managers to discuss assignments. Assignments will continue to be based on valid needs of the ARMY (skills and experience), required officer profes-

sional development, and officer preference-tying preference to skills and experience, not just location. For more information about PLUS2 and the new Assignment Interactive Module (AIM) that is replacing Officer Assignment Preference (OAP) online contact your HRC career manager. ⚜

PROMOTION *from page 11*

something must change. The Army G-1 and HRC are considering several courses of action that will result in changes to promotion policy and procedures in order to alleviate the sergeant and staff sergeant shortages.

Professionally developing young soldiers and preparing them for leadership responsibilities and positions is vital to the future of the Army. Unfortunately the numbers suggest the Army is failing in this mission. HRC recom-

> ### WHERE ARE STAR MOS's AND CURRENT PROMOTIONS LISTED?
>
> *https://www.perscomonline.army.mil/select/Enlisted.htm#cpi*
> **Select "Enlisted Promotion Cutoff Scores for MMMYY" to view monthly cut scores by MOS. The Star MOS's are listed at the bottom of the page.**

mends the NCO Corps do a top down review of every soldier not yet boarded in the primary and secondary zones. Currently, 14 MOS's need less than 20 percent of the soldiers in the primary zone to meet the promotion

requirements, and less than 10 percent are being boarded. If the status quo fails to meet the increasing demands for promotable Soldiers, the personnel community will have no choice but to mandate policy changes. ⚜

Around HRC

Upgrading to iPerms

The Human Resources Command, Alexandria Officer Records Branch recently completed a migration of all active duty officer personnel records to an improved electronic records management system. Active duty enlisted records are projected to be migrated during the 4th quarter of FY 05, Army Reserve Records are projected to be migrated in FY 06, specific time frame is to be determined. The system has been renamed from the Personnel Electronic Records Management System (PERMS) to the Interactive Personnel Electronic Management System (iPERMS).

iPERMS is being utilized to manage all Active Duty officer personnel records. The greatest improvement is the system will now provide the personnel community with electronic access to the Official Military Personnel File (OMPF). Designated Authorized Officials (AO) will be provided access to specific records for a specific time period. The AO will have the capability to print or download documents. To utilize the web based system you must provide a written request that includes your AKO user ID, current position and justification to *offrcds@hoffman.army.mil* . Use the following URL to view records once you have been approved as an AO *https://iperms.army.mil/rms/login.jsp* .

Opening doors on education

In 2001, Army education launched a unique and innovative e-learning program called eArmyU. This initiative is offered Army-wide to regular active duty and Active Guard Reserve enlisted Soldiers. The program provides Soldiers the opportunity to achieve a college degree or certificate anytime and anywhere.

eArmyU's virtual learning offers Soldiers easy access to more than 147 online certificate and degree programs offered by 29 regionally-accredited colleges and universities. Soldiers can earn a postsecondary certificate or an associates, bachelor's or master's degree from home institution while taking courses from multiple eArmyU education partners. Credits transfer across institutions, enabling Soldiers to quickly and conveniently progress toward their educational goals. Soldiers receive 100 percent Tuition Assistance for tuition, fees, and books up to the established semester hour cap and tuition ceiling.

For additional information on eArmyU, visit http://www.earmyu.com.

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